



Office Of Information Technology

2013 Annual Report

Information Technology in Maine State Government



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FOREWORD FROM THE CHIEF INFORMATION OFFICER

This report fulfills the statutory reporting requirements of the Chief Information Officer (CIO) set forth in the Maine Revised Statutes, Title 5, Chapter 163 §1973 subsection 3B and §1974 subsection 6. See: www.mainelegislature.org/legis/statutes/5/title5ch163sec0.html.

The Office of Information Technology (OIT) has over 450 IT professionals supporting 16 State Agencies and over 11,000 state employees, working to provide secure, efficient, and accurate information to the citizens of Maine. OIT provides services for:

- Network support – 500 state buildings and 40,000+ connected devices
- Telcom support – 15,000 phones
- Application development and maintenance – over 1,100 applications and database systems
- Project management
- Vendor and contract management
- IT workforce development
- Cyber security
- Database and storage management
- IT policy, budget, and systems architecture

In 2013, OIT worked with our Agency partners to complete:

- Over 60 software projects
- 75,000 customer calls to the OIT Help Desk (300 a day)
- 3,000 desktop builds
- Construction and operation of a new, state-of-the-art data center
- Roll-out of a new IT intern and mentorship program (over 50% of interns in 2013 became full time employees)
- Revamped our Project Management Office to create a more robust, metrics-driven support organization
- Introduced Business Process Management (BPM) efficiencies in multiple areas
- Created the Cyber Security Response Team, to educate and prepare for possible cyber incidents.

I am pleased to present the following OIT Annual Report that documents in more detail these and other key areas. It is an exciting time to be working in the information technology field, and I am honored to be serving in Maine State Government.

Jim Smith
Chief Information Officer

OFFICE OF INFORMATION TECHNOLOGY (OIT)

2014 DIRECTION / VISION

Successful Information technology organizations are often described as the combination of three things – People, Process, and Technology. OIT will continue to evolve as an organization using these three pillars:

- **People** – putting the right resources in place, using Workforce Development.
- **Process** – improving processes for our customers and ourselves – business process management (BPM), workflow, billing transparency – to gain greater efficiencies.
- **Technology** – whether cloud, 3rd party, or in-house, mobile or business analytics, we will continue to use forward-looking, but proven, technology.

We will work with our agency partners, and outside partners and government organizations, to minimize risk (cyber security, disaster recovery), to ensure stable, cost-effective platforms, and provide technical solutions through project management best practices.

Challenges:

- **Disaster Recovery / Business Continuity**
 - We need to continue to build out, and test, our disaster recovery (DR) and business continuity (BC) plans with our agency partners.
- **Cyber Security**
 - For all organizations, cyber security will remain a critical area. As threats become more persistent, we must continue to educate, monitor, and defend.
- **Software upgrades**
 - Yearly, we and our agencies partners spend thousands of hours upgrading and testing newly released versions of vendor software.
- **Workforce development – the “Silver Tsunami”**
 - Over 20% of the current OIT workforce will be able to retire in the next 2 - 3 years. To prepare for this, we are revamping both our recruiting and retention programs.

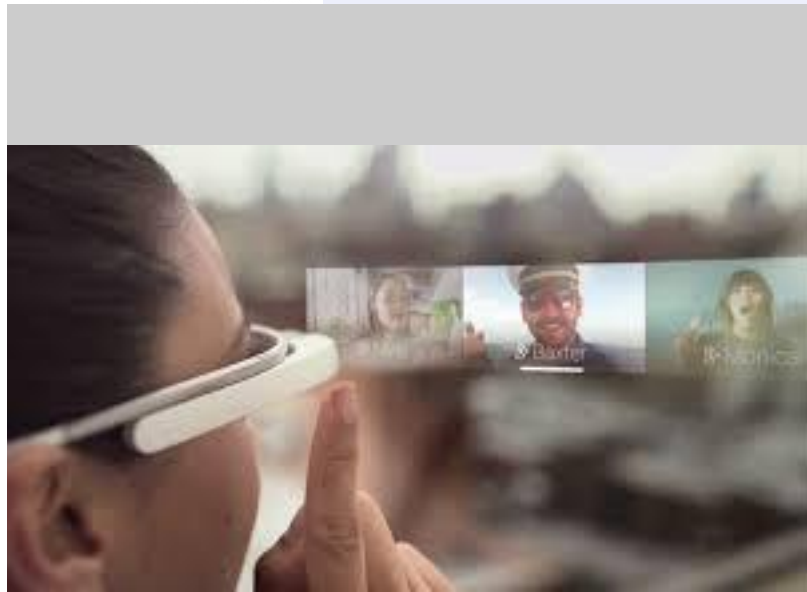
Opportunities – Game changers?

- **Business Process Management (BPM)**
 - BPM can bring efficiency, transparency, and metrics to processes.
 - The State of Maine is completing some early BPM projects, with many more in the planning stage.
- **Agile Methodology**
 - Private industry has evolved to Agile approaches over the last several years. Agile results in more predictable project delivery and success.

- The State of Maine has moved to Agile methodology on many projects, with significant success over older methodologies.
 -
- **Cloud Approach**
 - The Federal government has adopted a “cloud first” approach to technology to realize savings and efficiency. The State of Maine will be also championing this approach.

Disruptive Technologies to Watch:

- **Wearable computers**
 - What could this mean for our field workers
- **The “internet of things”**
 - Greater connectivity among everyday devices
- **3D printing**



We at OIT will concentrate in several areas of technology industry best practices, to continue to move the State of Maine forward:

Project Management Practices (PMO):

Project Management practices are the cornerstone of successful projects, and remain the biggest challenge. Over 2013, state and federal governments nationwide have continued to see cases of enormous cost and schedule overruns in large-scale projects. In addition to the challenges of the Federal roll out of the Affordable Care Act (ACA), states have seen multi-million dollar overruns in Unemployment Insurance systems, Human Resources systems, Tax systems and other major projects. The McKinsey consulting group reported that IT projects (private and public) with budgets over \$25 million ran 45% over budget, and delivered 56% less functionality than predicted.

Yet there is also progress being made in project delivery. The industry is learning from the repeated challenges of the past. The Standish Group, who has studied thousands of software projects in the last several years, is reporting a significant increase in software project delivery. They attribute this improvement to several industry best practices, including executive support, clear objectives, Agile processing, and project management expertise.

Within the Maine Office of Information Technology, for Project Management practices in 2013, we concentrated on several best practices:

- **Talent** – The PMO restructured in 2013 to make sure the right talent was in the right place and there was a clear accountability chain.
 - Created the OIT Business Analyst (BA) position to involve business in the process and get the requirements right the first time.
 - Fostered a team (business and IT) approach to delivery.
 - We measure performance based on delivery of working tools that benefit the agency's mission.
- **Training** – In 2013 the PMO hosted many workshops for Project Managers (PM) and others on key practices. In 2014 we will formalize a standard curriculum of training for all staff
 - BAs will work toward business process management (BPM) certification.
 - All staff will be encouraged to become certified Agile “scrum masters.”
 - Selected BAs and PMs will be Pegasystems-certified.
 - PM will host refresher courses as a standard for all staff.
- **Agile Project Delivery:**

Agile Project Delivery is a Project Management methodology that relies on collaboration within cross-functional teams comprised of agency and IT resources to deliver a series of rapid incremental and time-boxed goals, that promote an agency's IT objectives. This is done via:

 - Adaptive planning
 - Flexible response to change
 - Tight interactions between entities
 - Clear, measurable, and transparent goals

Our early results are very promising:

The Project Management Office (PMO) in partnership with agency business managers has shown positive results and a series of successful deliveries using Agile at:

- Department of Labor: the entire project portfolio is Agile or moving to Agile, with all projects on schedule or completed.
- Department of Education: The entire portfolio is Agile except one, with all projects on schedule or completed, except the one that is not Agile.
- Department of Marine Resources: Currently doing their first Agile project.
- Department of Environmental Protection: Scheduled to begin their first Agile project in February 2014.

The challenge for the State of Maine, and other states, will continue to be large-scale, multi-party, complex software projects. We need to ensure that industry best practices of involvement, talent, clear objectives, and methodology are in place for all projects.

Business Efficiency Processes

■ **Business Process Management**

The State of Maine continues to use technology to enhance business processes and procedures. One tremendous efficiency gain we are introducing is Business Process Management. Over the past several years, the software industry has developed tools to improve workflow processes, transparency into processes, and to give more power to change workflow to the end user. Industry software now allows us to “see” a process – data comes in, is processed, and is output as information.

According to a Gartner survey, BPM was the number one efficiency gain (ahead of technology) for American businesses the last five years. BPM lets business users change, modify, and have views into business process. It replaces the manual, paper intensive government processes that exist today with automated workflows that business resources can modify. It automates the government processes of gathering data from citizens, processing, and outputting valuable information.

BPM Partnerships

A great example of collaboration is both the Department of Agriculture and the Department of Environmental Protection which will be interfacing with the Statewide geographic information systems (GIS). They are going to collaboratively define common functionality for their services that will reduce deployment time as well as share cost.

The Department of Environmental Protection will be able to reuse most of the public facing portal created by the Department of Marine Resources. By completely documenting and then reusing rules created in the BPM system, we can more intelligently interact with citizens. Specifically, a user account at one agency can be used across the State and the State has a citizen-centric view of users.

Cloud First Technologies:

The State of Maine, like the U.S. Federal Government, is developing a “cloud first” strategy.

The U.S. Federal Government cloud policy (Federal Risk and Authorization Management Program (FedRAMP):

“The Administration’s Federal Cloud Computing Strategy requires agencies to default to cloud-based solutions whenever a secure, reliable and cost-effective cloud option exists – however, the move to the cloud requires a dramatic shift in the way Federal agencies buy IT – from capital expenditures to operating expenditures.

A fundamental shift: Agencies get state of the art products and services when they need them, at lower, commodity-based prices. Government can redirect scarce resources to mission-critical efforts as opposed to managing IT.”

Currently, many of the State of Maine’s larger, enterprise resource planning (ERP) type applications are cloud-based through third parties (Health and Human Services, Controller, Financial applications); and all new large-scale applications will be cloud-based (Department of Labor Unemployment Insurance, Human Resources / Benefits process).

As new infrastructure services are developed and existing services need to be upgraded, OIT Core Technology Services will first look to cloud options that will meet and enhance those needs. The criteria for moving to the cloud would be:

- New services are being requested.
- Service demands outstrip our capacity to deliver.
- Specific support areas require more technical agility than we can provide.
- Cloud service options have matured.
- We are having difficulty in retaining or recruiting the talent necessary to maintain or deliver a service.

Using the criteria above we have four major projects that are very strong candidates for cloud services that will be developed over the next twelve months:

- Microsoft 365 office suite software
- Enterprise Content Management
- Enterprise print
- Storage and e-mail

■ **Mobile Development**

As computing and communication devices become more commoditized, IT service organizations face mounting pressure to allow personal devices on corporate networks, and to serve corporate applications on these devices. The State of Maine is no exception. Our

goal is to empower approved State personnel, as well as external stakeholders, to securely connect their devices to the state network, and consume business apps on these devices. OIT has already created a Bring-Your-Own-Device policy and a Mobile App Roadmap. We already support about 2,500 personal devices on the state network: 2,000 State-issued Blackberries, with a growing number of personally-owned devices. We are in the process of acquiring a more robust, enterprise Mobile Device Manager.

The ultimate goal would be to have a full portfolio of mobile business apps, allowing citizens, vendors, customers, and partners to interface with the State, and consume State services from their personal mobile devices. OIT already has considerable expertise in Geographic Information Systems (GIS); therefore, an added benefit would be to create mobile apps which are location-aware.

■ **Enterprise Content Management:**

An Enterprise Content Management system is a collection of technology and process-workflow that enables an organization to store, manage, and retrieve all its contents. Although historically the content has been primarily text-based, visual and audio contents are becoming increasingly important. The State currently runs a mix of off-the-shelf and home-grown Document Management products, but they cannot accommodate growing business demands. OIT has therefore convened a statewide stakeholder committee to explore alternatives. The current projection is that product selection will be completed by the second quarter of calendar 2014, and a comprehensive service roadmap will be completed by the end of calendar 2014.

■ **Dev/Ops (Development/Operations)**

Dev/Ops is a project organization and operations methodology that stresses communication and collaboration between software developers and technology infrastructure engineers. Dev/Ops treats operations and development as an interdependent unit and helps an organization rapidly deliver products and services to its customers by:

- Simplifying and standardizing processes
- Tracking and measuring tasks and resources
- Standardizing infrastructure environments
- Integrating with Quality Assurance
- Tight collaboration of cross-functional experts
- Delivery, release, and commitment-focused

Agile product delivery depends on Dev/Ops for smooth rapid deliveries.

Risk Management

■ **Cyber security:**

Breach of citizen personal information inflicts serious damage to a government. Over the last three years, states have collectively experienced 264 breaches, for 94 million personally identifiable records. One state's revenue breach of October 2012 impacted 3.6 million

Social Security Numbers and 387,000 credit / debit cards. Estimated impact to the state budget was in excess of \$20 million. The citizens of Maine trust the State with a massive repository of personally identifiable information. It is important for the State to reciprocate that trust with the maximum possible security and privacy protection.

- One of the most prevalent cyber-attack strategies is to lure users into clicking harmful e-mail links. One of the most successful ways to guard against this is user education. OIT is rolling out end-user cyber security training to all state personnel.
- OIT follows a process called Deployment Certification, which ensures that any new application going live is secure by using industry standard tests to expose known weaknesses in the code.
- OIT blocks confirmed malware sites from OIT-managed devices.
- OIT has increased the depth and frequency of security vulnerability assessment of its network, servers, workstations, and applications.
- OIT and the Maine Emergency Management Agency (MEMA) have jointly launched two standing statewide committees to understand cyber threats, and better prepare for any breaches:
 - **Cyber Security Workgroup**
 - Concentrates on evaluating threats, creating mitigation strategies, and conducting exercises.
 - **Cyber Security Incident Response Team**
 - Concentrates on responding to cyber security incidents, including impact analysis, incident testing and response, and communication.
- OIT is implementing data loss prevention, file volume encryption, and mobile media (thumb drive) encryption.
- OIT is rolling out policy-based e-mail encryption.

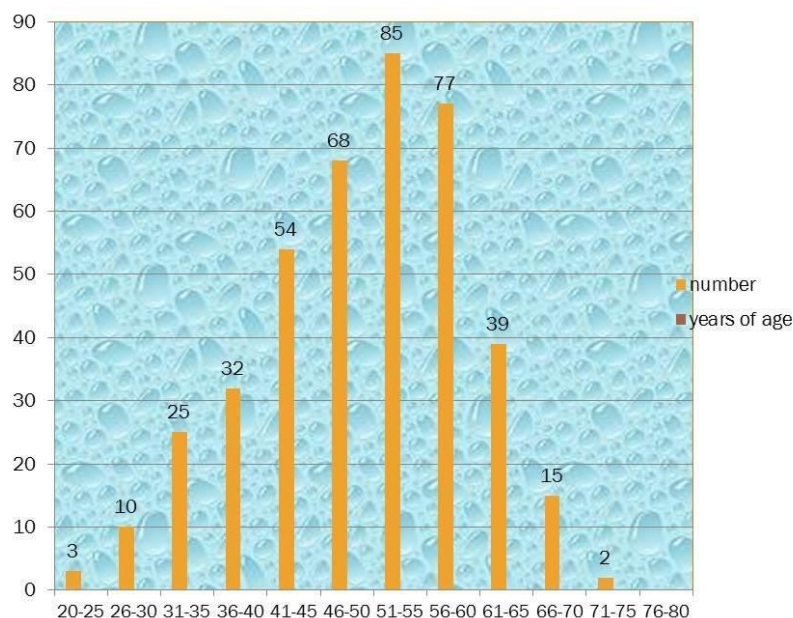
Workforce Development

The State of Maine, like all other states, is facing the “Silver Tsunami”: over 20% of our total IT workforce will be eligible to retire in the next 2 - 3 years. This “baby boomer” impact will mean that we must replace hundreds of years of IT experience quickly.

The Office of Information Technology, working with the Bureau of Human Resources, developed a multi-stage approach in 2013 to address the pending issue – recruiting, retention, and succession planning. OIT revamped its intern program (over 50% of OIT interns became full time employees in 2013), built a strong mentoring program, and worked with state universities to create an outreach and education program. We will continue this work in 2014 and beyond.

Workforce Solutions

- Science and technology careers must be made attractive to the K-12, university, and military generations that grew up with computer games and in a virtual world.
 - **Technology Night** – We have invited students from surrounding high schools to spend an evening with our IT professionals, learning about the career and opportunities.
 - **Career fairs** – We have had a presence at all major Maine college career fairs.
 - **Use of social media** – Online recruitment, use of Monster.com and social media outreach
 - **Intern/Mentorships** – The program provides computer science students a chance to work in our department. Also provides a development opportunity for existing employees to gain leadership skills.
 - **Veterans hiring programs** – Created partnerships with Veteran Outreach Career Centers with the Military and National Guard to recruit talent from those returning from abroad, unemployed, or disabled, and re-entering workforce.
 - **Proper hiring and onboarding** – the key to an engaged workforce is hiring the right people and welcoming them with a robust interactive onboarding to OIT.



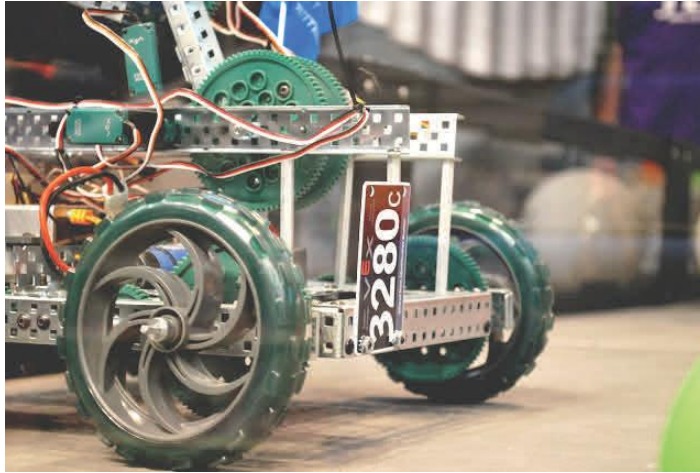
COMMUNITY PARTNERSHIPS

As a public organization, we firmly believe that we should continue to partner with other public and private organizations on several fronts – finding great future employees, sharing industry best practices and experience, and giving back to our community. Below are some examples of our public / private partnerships that have already been successful:

- **Project Login** – with Maine universities and private organizations, we are working to double the number of Computer Science graduates in Maine in the next four years. This will combine more IT internships, education, and outreach programs to the high schools and elementary schools.
- **Cyber Security Test Lab** – with the University of Southern Maine and the National Guard and private Maine industry, we are building a state-wide cyber test lab for testing and to train future cyber resources.
- **OIT Tech Night** – We understand that high school students may not know about IT careers in general, and State of Maine IT jobs in particular. To show them, we have created a High School Tech night, where students from surrounding schools join us to meet IT professionals, learn about their careers, and to have pizza. Established in March of 2013, we educated approximately 45 students with our first technology night of events and activities. The evening was complete with a Technology Fair, College Representation, Team Building Exercise, Network/Security and Application Breakout sessions, and pizza and prizes. The event was a hit. Student's evaluations indicated that 9% of the students, who would not have gone to college, were now thinking about it, and over 50% learned more about technology careers. This was the focus of the event, and the results were evident. We will repeat the event in 2014, again to education high school students about the exciting and abundant career paths in technology. The educators were very appreciative and were in hopes that we would hold the event again next year.



- **Maine Robotics** – in partnership with the Maine Robotics Board, promote robotics and Legos teams in the high schools and elementary schools to further science, technology, engineering, and math (STEM) education and development.



- **Intern/mentorships** – in partnering with the four-year universities, community colleges, technical schools, and back-to-work programs, we have created a new Internship Program that gives computer science students a chance to work in our department.
- **Veterans Outreach Program** – we created partnerships with the Career Centers, veterans representative with the National Guard, and veterans representative specializing in job placement for those returning from abroad. This outreach resulted in filling several positions from interns to director level. We began with a Veterans Day recognition event, and we will continue with more events.



- **Career Fairs** – OIT employees and interns participate at college career fairs. We met with students to gain an understanding of their needs and career expectations. This allowed our employees to share their work experiences, gain experience being

exposed to a “greater sense” of community, social interaction outside of the work place, and allowed them to practice presentations skills.

- **Community Projects** – OIT has partnered with many local organizations. We supplied Christmas gifts to families in need and for tragic events, shown support for Wounded Warriors, contributed numerous hours of volunteer work for Technology Night, Project Login, Robotics, Hour of Code, provided speakers at University events, attended social events or activities, raised funds for employees in need, and partnered with several organizations on joint community projects.

2013 HIGHLIGHTS

2013 HIGHLIGHTS

OIT Senior Management Team:

- The OIT Senior Management Team has completed 13 Agency Listening Tours to gather feedback from the agencies on OIT's service and performance. From these tours, we learned what areas are working well and what areas need improvement. We plan to repeat the tours on an annual basis.
- OIT has made a vast improvement in engaging the agencies in enterprise-wide IT projects. This has allowed the agencies to provide their input in the decision-making process on the applications that affect most or all agencies.
- OIT has increased communication to the agencies notifying them on project status, outages, and upcoming events.

Agency Application Systems / Projects:

OIT Applications Development Division Reforms:

In the last year the Applications Development Division has implemented management changes for the IT teams serving the Departments of Labor, Environmental Protection, Marine Resources, Inland Fisheries and Wildlife, Corrections, Public Safety, Transportation, Education, and the Maine Health Data Organization. While providing ongoing support of State agency applications, the division is also supporting a number of OIT enterprise initiatives including Windows 7 upgrades, the data center move, Oracle licensing standardization, and business process modernization.

Externally, in partnership with the Department of Labor and OIT's Project Management Office, Applications Development has vastly improved relations with the customer by instituting a number of prioritization and communications processes that have facilitated an open two-way relationship. With a high level of certainty we are able to set reasonable expectations and meet them effectively. The approach has proved a model which we are in the process of rolling out to the other departments.

Internally, the OIT Applications Development Division has created the OIT Applications Support Team to provide professional services for internal applications. We have instituted numerous internal practices that provide better accountability and transparency to employees and customers.

The OIT Applications Development Division supports over 1,000 agency and enterprise application systems. Below are just a few of the many accomplishments for 2013:

Department of Administrative and Financial Services – Maine Revenue Services: MERITS:

This project delivered the first of three modules for the Maine Revenue Integrated Tax System (MERITS) which is being rewritten to incorporate contemporary design and

software standards. These rewritten modules will substantially increase the lifetime of this vital application.

Department of Education: Unified Data Gathering (NEO):

This system provides a central place for managing the common data that DOE uses in five % of their programs. The transportation module provides school district transportation directors automated and integrated bus request capabilities. Department leaders were impressed with its flexibility and power, and that the application provided. The key to success of this effort was a true collaboration between the agency and OIT.

Department of Health and Human Services: Affordable Care Act (ACA) Health Insurance Exchange:

This project enables the collection of additional citizen tax and household demographic information from residents applying for MaineCare programs through the enhanced online application, in person at a regional office kiosk, interview, mail, and over the telephone. The information is processed against the new Modified Adjusted Gross Income (MAGI) rules to determine eligibility for Medicaid (MaineCare).

Department of Health and Human Services: Maine Women, Infants, and Children (WIC) Nutrition Program:

The Maine Center for Disease Control and Prevention's WIC Nutrition Program has completed the implementation of SPIRIT (Successful Partners in Reaching Innovative Technology). SPIRIT is sponsored by the U.S. Department of Agriculture (USDA). The project is ground-breaking in that it is the first state implementation of SPIRIT without utilizing the developer as the implementation contractor. This project has replaced the legacy information system used to support clinic operations and state level program management for WIC in the State of Maine. SPIRIT has vastly automated a majority of clinic operations, provided efficient services to participants, and supports consistent documentation with an outcome of reliable data.

Department of Labor: Unemployment Insurance System:

OIT, in partnership with the Department of Labor, delivered phase one of the new Unemployment Insurance production system (UIPROD) which modernizes the Department's unemployment insurance systems and extends the life of the systems until it is replaced through the multi-state consortium.

Department of Labor: Unemployment Blocked Claims:

In December, a team with members from Department of Labor's Bureau of Unemployment Compensation (DOL-BUC), OIT's Project Management Office, Business Process Management (BPM) team, and Application Development staff completed the State's first BPM project using Pegasystems technology. This was a nine week project that automated a key business process for DOL, resulting in faster eligibility determinations for some Maine workers.

Department of Labor: State Information Data Exchange System 3 (SIDES III):

This project implemented a message broker for electronic communications between state agencies and employers or third-party administrators using a central broker managed by a web service (a direct computer-to-computer Internet connection). The U.S. Department of Labor required that all state unemployment insurance agencies deploy the application on the same day.

Department of Labor: Interactive Voice Response (IVR) Phase II:

This project replaced an unsupported system with a fully-supported one as well as implemented enhanced functionality and integration with the Unemployment Insurance Benefits System. This minimized manual processes, reduced overpayment scenarios, and created fact-finding interviews when claim issues are detected at the time of the claim. All enhancements expedited resolution and improved claim and payment processing performance statistics per Federal guidelines.

Department of Transportation: CIRUS Application:

This snow/sand/salt tracking software was upgraded. Hardware in the snowplows snapshots environmental, location, and salt/sand usage data once every 10 seconds. This data is dropped off at wireless drive pickup points and collected on a central server where analysis software provides geographic information systems (GIS) analysis reports which allow the Department to better manage its plowing and salting activities.

Department of Transportation: Financial Program

TRACS, which is the DOT's contract management system, was enhanced to show contract personnel all contracts (current, expiring, and expired) as well as those with 10% remaining balance. The number of optimizations and enhancements were also implemented improving ease of use.

Department of Transportation: Time and Attendance Program:

The department's time and attendance program, Free2000, underwent enhancements for ease of use. This includes managing terminated employees, adjusting displays, and additional reports for administrators.

Architecture, Security, and Policy:

- **On-demand Blocking of Social Media, Personal Email, Online File Transfer and Storage, etc.:** Agencies have different uses of social media: some agencies use it to connect with citizens; some agencies restrict the use because of privacy concerns. OIT has installed processes and software to be able to support all these evolving requirements, department by department.
- **End-user Cyber Security Training:** In order to create a more security-conscious workforce, OIT is rolling out end-user cyber security training to all state personnel.
- **Secondary Cloud Hosting:** OIT worked with MEMA to setup a second instance of their Web Emergency Operations Center (WebEOC), the MEMA event-management application, at the Oxford Networks data center in Brunswick. In an actual exercise, the

failover to Oxford took a total of nine minutes, and the transition back to OIT seven minutes. This is the first time the state has explored alternative hosting for an on-premise application. This has immense consequences in planning the Business Continuity and Disaster Recovery for all state applications.

- **BYOD Policy:** Created an enterprise Bring-Your-Own-Device Policy through a multi-stakeholder vetting process.

Customer Support, 24x7:

OIT Maintained 24x7 Support during Ice Storm:

Despite widespread power outages due to the recent ice storm, key computer and network services continued to function. Of particular note:

- The primary data center on Sewall Street lost street power for a few hours on December 23-24, but data center operations were never interrupted due to automatic switch-over to generator power. Therefore, all the State network, servers, and application systems supported by the data centers were unaffected by the power outages.
- The only impact was in isolated instances where office buildings lost street power and did not have generator backup power, such as the Gardiner and Hallowell areas which were 80% without power for a couple of days.
- The OIT Help Desk also provided 24x7 phone coverage during the ice storm. This included December 24, which was a shut-down day for State workers in Kennebec County, as well as Christmas Day.

Finance:

- Separated Finance and Contracting / Procurement to allow for more focused efforts in both areas.
- Continued efforts internally within OIT and with external partners to improve the understanding of and reduce the complexity of OIT financial information.
- Continued work with the service center and agency partners to make improvements to the billing and communication processes.
- Began inclusive effort (agencies, OIT, service centers, Bureau of Budget) to update the IT Budget Module for compilation of technology efforts for the FY16/17 biennial budget (due 9/1/2014).
- Enhancement to OIT Billing Self-Service, which allows agency / service center personnel to directly code OIT charges and generate summary reports for streamlined OIT invoice processing.
- Continued transition of telephone data to OIT Billing System in preparation of phasing out the unsupported Telco Research System.
- Eliminated use of the redundant billing upload (Central Information Management System), and now invoice OIT charges directly to the Advantage system.

Infrastructure:

- **“Dig Once” – Broadband Infrastructure**

The “Dig Once” work group, authorized by LD 876 in the last Legislative session, convened for its first group meeting on November 14. The purpose of the group is to study issues relating to broadband infrastructure deployment, with emphasis on road construction and maintenance and deployment efficiencies which can be gained during these activities. The ten-member work group includes representation from state, municipal, and commerce organizations. A report is due to the Legislature’s Joint Standing Committee on Energy, Utilities, and Technology in February 2014.

- **Maine State Communications Network (MSCommNet) – Radio Project:** This multi-year project integrates and modernizes the mobile radio systems serving all State agencies.

Recent project accomplishments include:

- Completed acquisition of radio tower sites.
- Completed construction of radio towers.
- Federal Communications Commission (FCC) approval received for required frequencies.
- Met January 2013 FCC narrow band compliant mandate.
- Deployed new radio equipment to State agencies: 982 mobiles, 1,530 portables, and 106 desktop stations.

Benefits include:

- Modernizes the mission-critical mobile radio communications equipment and systems used by our public safety and public service agencies, enhancing emergency responder and citizen safety.
- Improves cross-jurisdictional communications (State, Federal, and local governments) during emergency events.
- Reduces the total number of radio tower sites needed to serve State agencies.
- Partnership with U.S. Department of Homeland Security’s Customs and Border Protection reduces construction and operations obligations.

Final system cutover will be by early 2014.

- **Data Center:** Built a new, improved data center to replace the old data center which had to be vacated due to an expired building lease. Benefits include:
 - New facility with more reliable infrastructure.
 - Better load-balancing between the two primary data centers.
 - Additional redundancy built in as the move occurred.



- **Network Enhancements:** Along with the data center migration, OIT has made improvements in the State's computer network. These improvements allow agency business systems to process faster over the network. Increased redundancy ensures higher level of business continuity for agency business processes and citizen services in the event of technical component failure. Benefits include:
 - Higher processing speeds:
 - Increased data transmission speeds: New dedicated dark fiber capacity between the two data centers and the network hub at the Cross Office Building. On a typical day our State network is transmitting sending data at 100+ million bits per second.
 - Faster internet connection: Direct fiber connection to the Internet, which allows OIT to support increased Internet traffic – four-fold increase in past five years.
- **Mobile Device Management:** OIT is instituting a new mobile device management service for smartphones and tablet computers. This is part of a long-term strategy to embrace mobile computing and provide state employees secure access to information any time on any device. Except for the Blackberry, OIT previously did not provide support for other mobile devices such as iPhones and iPads. Although these devices were able to connect to the state network, connectivity options and management of non-Blackberry devices were limited. We are in the process of acquiring a more robust, enterprise Mobile Device Manager.

Project Management:

- **OIT Project Management Office Reforms:**

Over the past year OIT Project Management Office (PMO) has been reforming the project and system development life-cycle process. We have been engaging agencies, streamlining, and standardizing processes in project groups with good success. These changes include:

- Full digitization of the project management process:
 - Eliminate paper forms
 - Standardize all project management instruments
 - Replace the enterprise project portfolio
 - Replace the PMO website
- Finalize practice standards documentation:
 - Consolidate the project planning process into a single method
- Visibility:
 - Standardize Agency engagement practices

Web and Online Services:

- **Maine.gov Awarded 5th Place in the Annual Best of the Web Competition:**

The Maine State web portal, www.Maine.gov, has once again received national recognition from the Center for Digital Government, distinguishing it as one of the top state government web portals for 2013. For the 12th time in 13 years Maine.gov has placed as a top 10 government website by the Center for Digital Government in their prestigious “Best of the Web” competition. This year Maine was awarded 5th place. For details, see: <http://finance.yahoo.com/news/maine-state-website-recognized-nationally-110000998.html>.

Workforce Development:

Internship Program

The State of Maine Office of Information Technology (OIT) conducted an analysis of workforce needs, and determined approximately 24% of the OIT workforce would be eligible to retire in the next two years. Research both nationally and statewide indicated that there are not enough technology and computer science workers coming out of higher education to replace the retiring workforce, or to keep up with the growing need of IT resources. The ability to fill key positions in government services became a growing concern that resulted in development of the internship program. The new OIT Intern / Mentoring Program allows the State of Maine to address several workforce needs by:

- Gaining new talent with innovative technology skills to work on projects.
- Developing and training the existing workforce to become mentors.
- Delivering quality service to business partners / clients.
- Building a new approach to diversity in the workforce

Results: We retained 50% of the first intern cohort in State Government as full-time employees.

Veterans Program

Since November 2012, we have focused on finding a pipeline and resources to reach out to returning or unemployed veterans. We built relationships with recruiters from the Career Centers and Veterans agencies. As a result, we have hired, two OIT leaders, and recruited four interns directly from the Veterans outreach. We recently received applications through the Veterans return-to-work program for internship positions.

FINANCIAL OVERVIEW

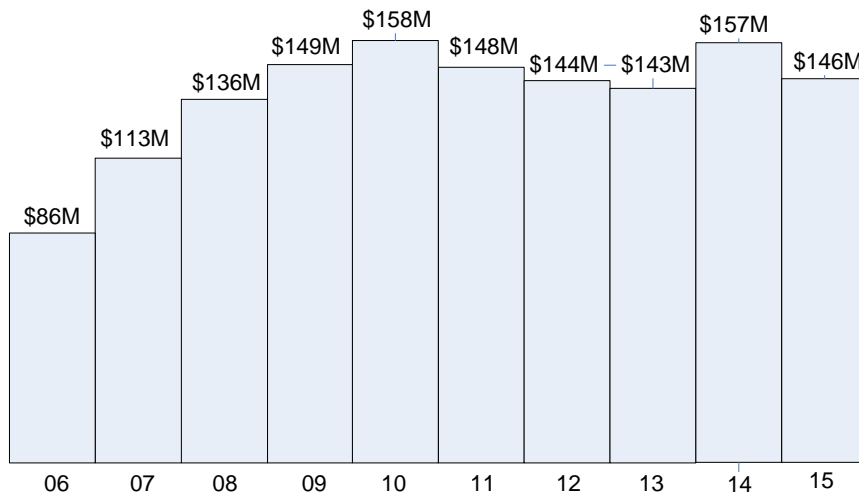
OIT ORGANIZATIONAL OVERVIEW

FINANCIAL OVERVIEW

BUDGET

The overall State IT budget, supporting all Executive Branch agencies, is \$156.8 million for fiscal year 2014, and \$146.4 million for fiscal year 2015. The chart below shows the State IT budget since fiscal year 2006 through 2014. The IT budget represents 2% of the total State budget (all funds).

IT Budget Comparison
FY 2006-14 *



** The difference in the IT budget from \$86 million in FY06 to \$149 million in FY09 reflects IT budgets and staffs being consolidated across those fiscal years – prior, some IT expense was in the agency budget.*

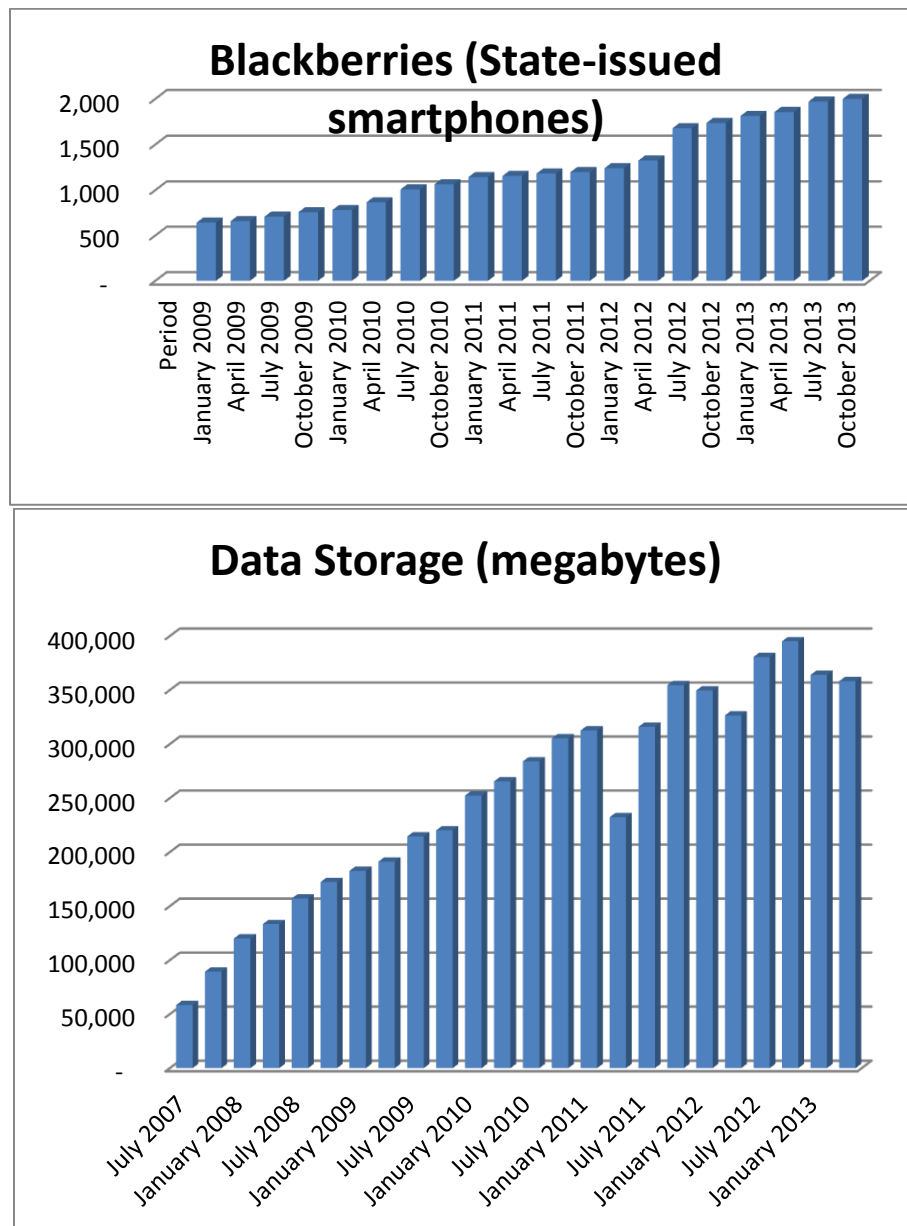
Lower rates: In terms of major accomplishments, the efficiencies of State-wide consolidation have allowed IT rates to generally be reduced over the past 10 years, as shown by key rates below. For example, the current rate for e-mail is 26% lower and the current rate for desktop / laptop support is 18% lower than in fiscal year 2005. For all current OIT rates, see: www.maine.gov/oit/services/rates.shtml. For a description of all services offered by OIT, see: www.maine.gov/oit/services/.

State of Maine
Office of Information Technology
Cost Reduction/Stabilization since FY05

<i>Service</i>	<u>E-mail</u>	<u>Personal File Services</u>	<u>Phone Line</u>	<u>Landline Toll per Minute</u>	<u>Network Access</u>	<u>Subscription Services - Desktop & Software</u>	<u>Subscription Services - Laptop & Software</u>	<u>Desktop/Laptop Support</u>
FY05	\$8.50	\$30.00	\$30.00	\$0.05	\$34.75			\$53.00
OIT Consolidation began in FY06								
FY06-07	\$6.50	\$25.00	\$31.00	\$0.04	\$34.75			\$53.00
FY08-09	\$6.00	\$19.30	\$29.00	\$0.04	\$33.50	\$42.00	\$68.00	\$42.00
FY10-11	\$6.29	\$18.37	\$28.02	\$0.04	\$34.32	\$38.69	\$54.91	\$42.46
Revised	\$6.08	\$17.94	\$27.53	\$0.03	\$34.14	\$38.69	\$54.91	\$39.51
FY 10-11								
FY 12-13	\$4.31	\$11.89	\$26.89	\$0.03	\$34.26	\$37.96	\$45.94	\$40.12
						\$29.53	\$37.51	
FY14-15	\$6.29	\$11.41	\$26.74	\$0.03	\$39.27	\$29.51	\$37.51	\$43.63
Decrease since 2005	26%	62%	11%	40%	-10%	30%	45%	18%

Increasing Demand for IT Services: Since the consolidation of technology resources in 2005, OIT has continued to reduce operating costs while striving to increase the level of service provided to agencies. The total State-wide IT expenditures remain relatively “flat” because agency consumption of services generally grows faster than rate reductions. State government in Maine has experienced growth in network demand, storage consumption, and Internet-based information exchange with government partners (federal, state, and local).

The number of Blackberries has grown three-fold in the past four years, from 642 to 2,000. The amount of data storage demand has grown six-fold in the past six years, from 58 to 358 terabytes (58 to 358 million megabytes). Network demand also continues to grow each year.



Storage Usage and Savings

Storage costs per gigabyte (GB) have steadily declined over the years from a high of \$2.00 per GB to a current cost of \$1.42 (\$0.42 is storage; \$1.00 is backup). OIT has continued to work with agencies to develop and implement a strategy that would further address the costs associated with storage. Over the last two years OIT has invested in and transitioned to a new storage consumption strategy that involves three components:

- De-duplication – this is file compression to ensure the file is the most optimal size for storage and access.
- Tiering – this is separating frequently accessed files from older, infrequently accessed files (Tier 1 and Tier 2).
- Reporting – to help agencies understand and manage their storage consumption.

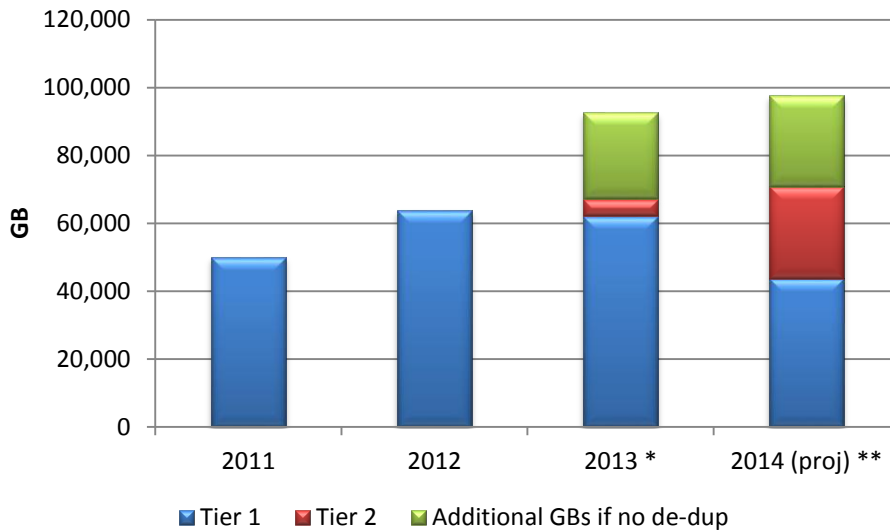
The storage cost for infrequently used files (referred to as Tier 2 storage) is reduced due to less maintenance and more importantly less backup (365 daily backups versus two backups per year), as the files have been archived and do not require the same level of support as those files in production. The new Tier 2 storage will cost \$0.08 per GB (storage plus 2 backups per year).

Implementation of these strategies has resulted in savings in terms of dollars and effort. As an example based on one-point-in-time levels at May 2013:

- Without de-duplication charges for the month would have been \$96,975
- With de-duplication charges would have been \$60,361
- With de-dup and tiered storage charges would have been \$40,507.

OIT has organized the data such that reports are available to help agencies understand their usage, and to assist them in managing their current and future storage consumption. OIT will continue to work with the agencies to ensure they have the data and support necessary to manage their storage as well as investigate potential additional savings.

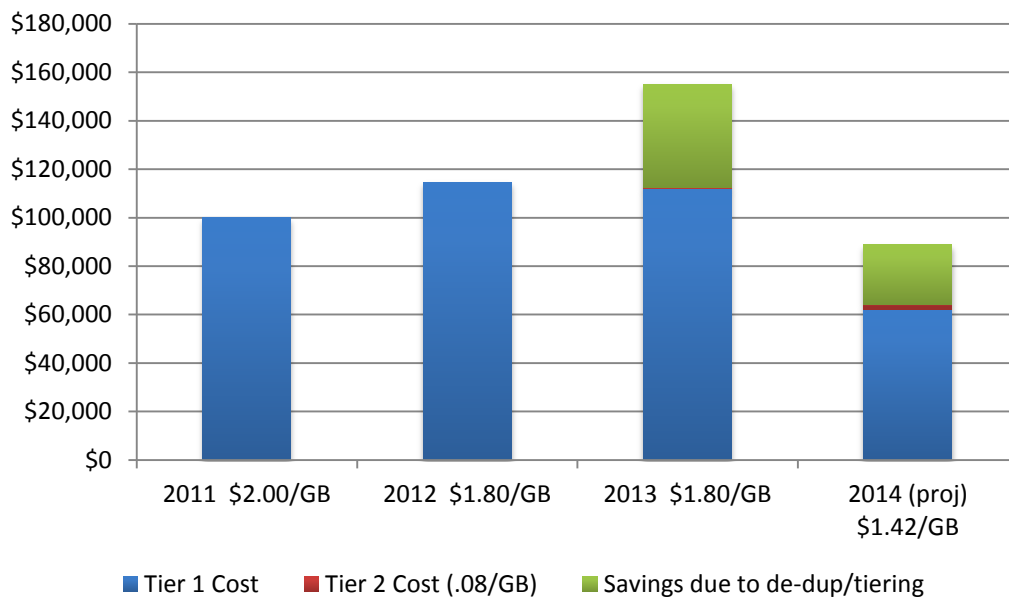
Approximate User Share Storage in GBs by Tier



* Based on snapshot of storage footprint for end of December 2013

** Based on snapshot of storage footprint in January 2014 with assumption of average percentage increase seen over past three years (26%)

Costs of User Share Storage by Tier



APPENDIX

OVERVIEW OF THE OFFICE OF INFORMATION TECHNOLOGY

In January 2005, the Office of Information Technology (OIT), as an office within the Department of Administrative and Financial Services (DAFS), was created by Executive Order, consolidating functions, staff, and equipment from all Executive Branch agencies and the Bureau of Information Services (BIS). The consolidation was done primarily to promote State-wide information technology (IT) solutions and use of information efficiently across government. Cost containment and savings were anticipated over time. Since the consolidation, OIT has been delivering the full range of technology services to the Executive Branch, and selected services (such as e-mail and network support) to non-Executive Branch agencies as well as the Constitutional Offices (Attorney General and Secretary of State).

Prior to the IT consolidation of 2005, agencies were autonomous in their management of IT. Separate IT support teams existed in the larger State agencies. In the 2005 merger, the teams were consolidated within OIT under nine Agency IT Directors (AITDs), whose responsibility was to oversee IT services for their assigned agencies, and provide application system development and management to those agencies.

Staffing and Organization: The Office of Information Technology (OIT) is currently led by the Chief Information Officer (CIO), James R. Smith. Other key management roles are:

- Chief Technology Officer (CTO), Greg McNeal: Networks, voice services, radio operations, data centers, servers, desktop / laptop computers, and IT customer support.
- Associate CIO for Applications, Paul Sandlin: Application systems development and management, systems integration, and promoting shared use of enterprise systems.
- Director of Project Management, Doug Birgfeld: IT project management and systems development methodology.
- Director of Enterprise Architecture and Security, Victor Chakravarty: IT architecture standards and review, IT security oversight, and IT policies.
- Director of Technology Business Consultants, Sandra Saunders: Relationship management and communications.
- Director of Workforce Development, Kelly Rickert: Recruitment, training and development, performance management, workforce issues, and succession planning.
- Director of Finance, Kirsten Figueroa: Finance, Billing, Budgeting, and Rate Setting.
- Director of Business Process Management, Doug Averill: Business process management and modernization.

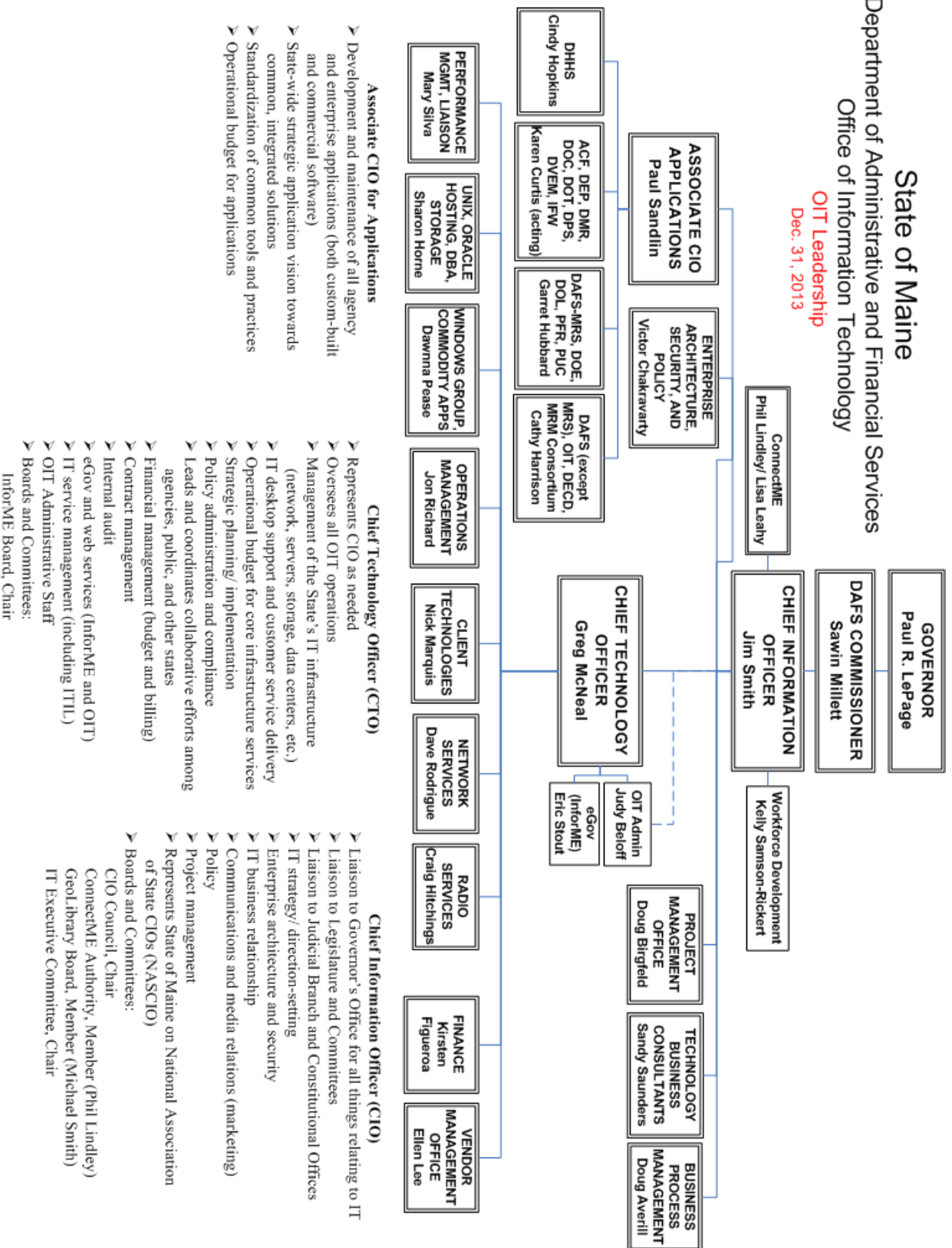
OIT has a Legislature-approved staff ceiling of 487.5. As of December 30, 2013, 396.5 positions (81%) were filled. Some vacancies are intentional to reduce costs to the agencies; other vacancies are necessary to fund certain requirements within Personal Services, such as mandated attrition, vacation payouts, reclassifications, and overtime / standby pay.

Below is the OIT organization chart showing OIT Leadership as of December 2013.

State of Maine

Department of Administrative and Financial Services Office of Information Technology

OIT Leadership
Dec. 31, 2013



RESPONSIBILITIES OF THE CHIEF INFORMATION OFFICER

The Chief Information Officer (CIO) directs, coordinates, and oversees information technology (IT) policymaking, planning, architecture, and standardization throughout State government. The CIO, as head of OIT, provides the central leadership and vision in the use of information and telecommunications technology on a statewide basis; sets policies and standards for the implementation and use of information and telecommunications technologies; develops and supports IT-related legislation; identifies and implements information technology best business and project management practices; and facilitates research and development activities to identify and establish effective information technology service delivery. The CIO is also statutorily directed to sit as a board member on the InforME Board, the Maine Geolibrary Board, and the ConnectME Authority Board.

See details of the CIO and OIT's role in the Maine statute at:
www.mainelegislature.org/legis/statutes/5/title5sec1973.html and following sections.

AGENCY SUPPORT AND COORDINATION

The Office of Information Technology provides IT support for all Executive Branch Agencies. This includes computer equipment and software, network support, e-mail, and application systems development and maintenance. OIT also provides network and selected other services outside the Executive Branch Agencies including the Judicial Branch and Constitutional Offices (Secretary of State's Office and the Attorney General's Office).

Agency Application Systems: OIT staff and contractors develop and manage computer programs and databases for all Executive Branch agencies. These computer programs are referred to as application systems. The seven largest application systems, in terms of annual cost, are:

- **Maine Integrated Health Management Solution (MIHMS)** – for Medicaid claims processing.
- **Advantage** – the State's key accounting system that supports all Executive Branch agencies for accounts receivables, accounts payables, general ledger, and procurement functions.
- **Automated Client Eligibility System (ACES)** – for determining eligibility and keeping data on those receiving benefits under 26 programs (including Medicaid), as administered by the Department of Health and Human Services (DHHS).
- **Labor Benefits** – for tracking and managing those receiving unemployment compensation.
- **Human Resources / Payroll System** – for State employee personnel data.
- **Agency License Management System (ALMS)** – used by 50 regulatory programs to manage more than 600 types of licenses and permits, spread across three departments.
- **Maine Revenue Integrated Tax System (MERITS)** – the central "tax engine" system for Maine Revenue Services.

ARCHITECTURE-SECURITY-POLICY

OIT operates under a set of policies (www.maine.gov/oit/policies) that provides concrete directives to all technology stakeholders. Any deviation must go through a formal waiver process signed off by the CIO.

The architecture (www.maine.gov/oit/architecture) defines OIT's technology investment framework. All technology procurement undergoes a rigorous review to ensure alignment with this framework.

The citizens of Maine trust the State with a massive repository of their information. Security (www.maine.gov/oit/security) is how the State reciprocates that trust with the best possible protection of citizen information.

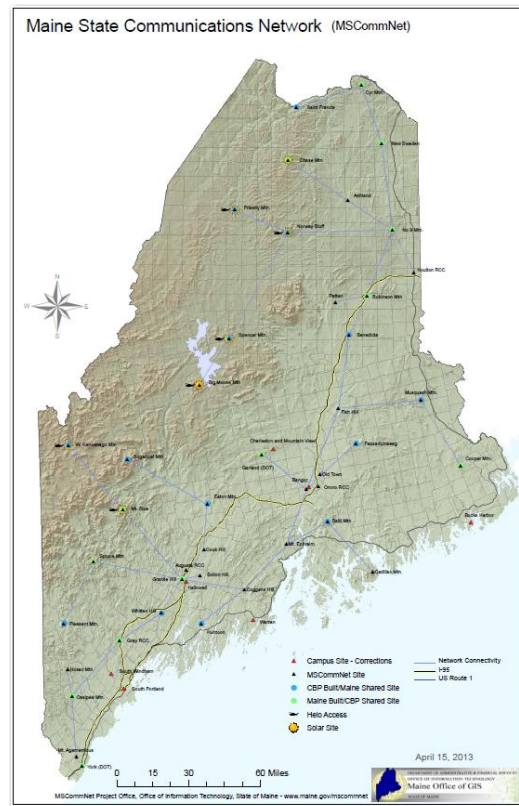
In spite of resource constraints, the synergy of architecture, security, and policy provides a solid foundation for both cost-optimization and a bulwark against risk and vulnerability.

Maine State Communications Network (MSCommNet)

MSCommNet is a project of OIT Radio Services to unify and modernize Maine's public safety radio communication's system, enabled and guided by the Statewide Radio Network Board (www.maine.gov/oit/services/radio/statewideboard).

Operability. MSCommNet will provide state of the art land mobile radio communications for Maine State Government agencies:

- Department of Public Safety / Maine State Police
- Department of Inland Fisheries and Wildlife / Game Wardens
- Department of Agriculture, Conservation and Forestry / Forest Rangers
- Department of Marine Resources / Marine Patrol
- Maine Emergency Management Agency
- Department of Corrections
- Department of Environmental Protection
- and others, excepting Maine Department of Transportation



Interoperability. MSCommNet will provide for interoperability with public safety partners through a new “RegionNet” service available for all municipal, county, tribal, adjacent State and Province, and Federal public safety agencies.

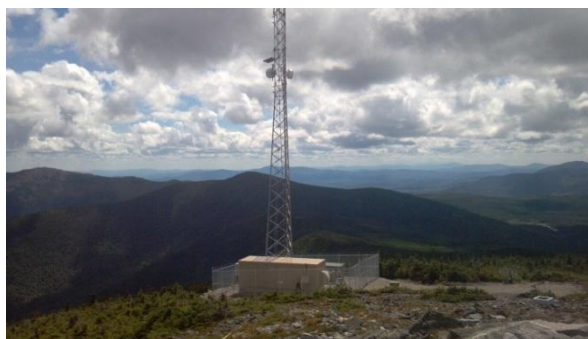
In 2009 OIT engaged Harris Corporation as the system integrator to design and deploy the new radio system, a \$55 million multi-year effort. Final cutover from the antiquated separate Departmental radio systems to the unified and modernized MSCommNet public safety radio communications network is planned for 2014. For more on the MSCommNet project, see: www.maine.gov/mscommnet.



EXTERNAL INITIATIVES

OIT is partnering with two major external initiatives for improving the State's economy, by bringing better network connectivity throughout the State of Maine.

NetworkMaine: The Office of Information Technology, the Maine State Library, Department of Education, and University of Maine System have formed the NetworkMaine consortium to serve the consolidated needs of the major public sector network entities. These needs and goals included increased bandwidths, new technologies, and overall better value service. The result of this effort is the nearly complete upgrade of the Maine School and Library Network (MSLN) and the beginning of the Maine State government network upgrade. These two networks together serve over 1,000 State offices, schools, and libraries State-wide.



Broadband Access: Maine's ConnectME Authority is an independent entity created to provide broadband access in the most rural, un-served areas of the State. The goal of the Authority is to facilitate universal availability of broadband service and to increase the "take rate" or adoption to greater than the national average. Increasing access and take rates is critical to Maine's education and economic prosperity. Nearly five years ago, approximately 86% of the state had access to high-speed Internet service with an adoption rate of approximately 40%. In the six years since the Authority was established, broadband access or availability has risen to over 93% with 75% of Maine households subscribing to some type of broadband service (compared to 72% nationally).

Like electricity in the 20th century and railways in the 19th century, universal broadband access has become a "must have" for economic growth, global competitiveness, and improved quality of life. In today's increasingly online world, high-speed Internet access is a given for many Americans, who rely on broadband for work, play, education, and information. Broadband serves as a key engine of economic growth and opportunity.

- By leveraging the internet, start-up entrepreneurs can save \$16,000 in the first year.
- Consumers with broadband at home can save more than \$9,300 a year.
- On average, small businesses that use broadband and have a website earn \$675,000 more in annual revenues than small businesses without broadband.

In the near-term, investments in broadband infrastructure will create jobs by supporting the installation and upgrade of fiber-optic networks and other high-tech components. Sustainable broadband adoption efforts will help low-income and other vulnerable populations learn about

the benefits of broadband technologies and become proficient in computer-related skills. In the long-term, expanding broadband access and adoption will facilitate small business growth and innovation, enhance health care delivery, promote energy independence, improve public safety, and lay a foundation for long-term economic development in communities throughout the United States.

The ConnectME Authority is governed by a five-member Board consisting of three private sector members and two public sector members, one of whom is the CIO or designee. The Authority does not receive General Funds. It uses other dedicated State and Federal funds along with private sector dollars to award grants to expand affordable broadband service. To date the Authority has awarded over \$8 million through 99 grants to Maine providers, bringing broadband access to over 35,000 households. The Authority will begin a ninth round of grant funding in early 2014.

During 2013, the Authority managed four major projects, with total funding of \$5 million from the National Telecommunications and Information Administration's (NTIA) State Broadband Initiative (SBI).

- The Broadband Mapping and Inventory Project facilitates a more proactive approach to funding infrastructure projects by designating those parts of the State that are unserved.
- The Planning Project provides benchmarking of the uses of broadband, the benefits, and the drivers for greater adoption of broadband with a particular focus on the telemedicine industry sector.
- The Capacity Building Project increases the use of broadband through growth and adoption by businesses, residents, and local support organizations.
- The Technical Assistance Project provides Maine citizens across the state assistance and training necessary to promote broadband education through community presentations, workshops, and coursework making 21st century skills available to all.

STATUTORY COMPLIANCE

Technology Support for Freedom of Access Act (FOAA) Requests and Litigation:

OIT staff provides support to any Executive Branch agency that requests assistance with retrieval of electronic files and e-mails in response to Freedom of Access Act (FOAA requests). Likewise, OIT provides support for litigation being handled on behalf of State agencies by the Attorney General's Office. Each year, OIT is asked to help agencies with over about 20 FOAA requests that involve retrieving e-mail and other electronic documents. For litigation, there are typically about 10 new cases each year. Some of these cases are notice of "preservation hold" of existing files and e-mails that potentially will be needed for the case. Depending on the disposition of the case, only a few of these actually result in retrieval and search. In total, OIT staff spends about 500 – 1,000 hours per year (1/4 to 1/2 staff year) supporting agency needs for FOAA and litigation.

IT Accessibility: The Information Technology Accessibility Committee (ITAC) was created in 1997, and continues to monitor changes in technology and accessibility standards as revised for Section 508 of the Rehabilitation Act of 1973, as amended, and for Web Content Accessibility Guidelines (WCAG).

Some of the ITAC Goals for 2014 and beyond:

- Recruit new members to fill vacant seats
- Continue to acknowledge those who champion accessibility within the State of Maine system
- Continue to monitor changes in Section 508, WCAG, and changes in technology affecting accessibility
- Monitor accessibility reports for the State of Maine web presence using Compliance Sheriff software
- Try to get accessibility training included as eligible for the OIT training stipend
- Work with the University system and other interested parties to exchange information
- Design a succession process for the committee chair
- Help employees find and use resources on accessible design
- Design a process for dealing with accessibility complaints
- Develop a committee process for reviewing ongoing and long standing waivers

**2013 SURVEY OF STATE CIOs
(BY THE NATIONAL ASSOCIATION OF STATE CIOs)**

TOP 10 IT STRATEGIES, MANAGEMENT PROCESSES, AND SOLUTIONS

Survey of State CIOs	Current Maine Status
1. Security: risk assessment, governance, budget, and resource requirements, security frameworks, data protection, training and awareness, insider threats, third party security practices as outsourcing increases, determining what constitutes “due care” or “reasonable.”	Optionally block social media, personal email, etc. Rolling out end-user training. Increased the depth and frequency of vulnerability assessment. Launched two statewide standing committees: one to evaluate threats and create mitigation, the other to manage incident response. Increased collaboration with Maine Emergency Management Agency, the University of Maine, and other private partners.
2. Consolidation / Optimization: centralizing, consolidating services, operations, resources, infrastructure, data centers, communications, and marketing “enterprise” thinking, identifying and dealing with barriers.	Maine consolidated data centers and email and telecommunications several years ago. For telecommunications and data centers, 98% of States are considering it, 35% have done a degree of consolidation so far.
3. Cloud Services: scalable and elastic IT-enabled capabilities provided “as a service” using internet technologies, governance, service management, service catalogs, platform, infrastructure, security, privacy, data ownership, vendor management, indemnification, service portfolio management.	In process for Maine. Several of our large application systems are already cloud sourced – Advantage, Medicaid claims payments, and we are working with the Maine Emergency Management Agency (MEMA) on an outside redundancy solution with a third party provider.
4. Project and Portfolio Management: project management discipline, enterprise portfolio management (EPM), oversight, portfolio review, IT Investment Management (ITIM), training/certification of staff, traceability to mission and strategy, scope management, execution.	Maine completely organized its PM office around the rational unified process and Agile. We focused developing expert resources for business process analysis, direct capture of traceable business requirements, and standardized project inception and elaboration practices. We have begun work on a standard training curriculum for all PMO staff that includes scrum master and BPM certifications. We have also methodized the PM practice so all projects follow a common path.
5. Strategic IT Planning: vision and roadmap for IT, recognition by administration that IT is a strategic capability; integrating and influencing strategic planning and visioning with consideration of future IT innovations; aligning with Governor’s policy agenda.	From a strategic planning standpoint, OIT is strongly invested in growing our capability-maturity in Business Process Management, Mobile (both devices and apps), Cyber Security, and BC-DR. The first two, Business Process Management and Mobile, are about transforming the business of government. The last two, Cyber Security and BC-DR, are about mitigating the risk of government. Business Process Management has the potential to increase efficiency and effectiveness of government operations by an order of magnitude, while reducing the dependency on paper. Mobile is essential to keep up with the changing life and expectations of citizens, customers, and stakeholders. Cyber Security and BC-DR are the twin pillars of managing the risk from adverse events, both natural and human-induced. Regarding the Governor's policy agenda, obviously, OIT works closely with agency partners to actualize their legislative mandates via appropriate IT solutions. Beyond that, OIT also looks forward to collaborating with the other Branches (Legislature, Judicial,

	Secretary of State, Judiciary, et al.) to realize the synergy and savings recommended by the Governor's Office of Policy and Management.
6. Budget and Cost Control: managing budget reduction, strategies for savings, reducing or avoiding costs, dealing with inadequate funding and budget constraints.	Maine ranks in the lower third of U.S. states for internal IT costs (e-mail, storage, desktop).
7. Mobile Services / Mobility: devices, applications, workforce, security, policy issues, support, ownership, communications, wireless infrastructure, "bring your own device" (BYOD).	Created a Bring-Your-Own-Device policy and a Mobile App Roadmap. Already support about 2,500 personal devices joined to the state network. In the process of acquiring a more robust, enterprise Mobile Device Manager.
8. Shared Services: business models, sharing resources, services, infrastructure, independent of organizational structure, service portfolio management, service catalog, marketing and communications related to organizational transformation, transparent charge back rates, utility based service on demand.	The State of Maine consolidated IT support in 2006.
9. Interoperable Nationwide Public Safety Broadband Network (FirstNet): planning, governance, collaboration, defining roles, asset determination.	Maine is a leader in this space and in a very strong position.
10. Health Care: the Affordable Care Act, health information and insurance marketplaces, health enterprise architecture, assessment, partnering, implementation, technology solutions, Medicaid Systems (planning, retiring, implementing, purchasing), eligibility determination.	The State of Maine is rewriting its Medicaid eligibility process to adhere to new federal rules.

State of Maine
Department of Administrative and Financial Services
Office Information Technology
51 Commerce Drive
145 State House Station
Augusta ME 04333-0145
www.maine.gov/oit
207-624-8800